

16 October 1961

MEMORANDUM FOR: Deputy Director (Intelligence)
Deputy Director (Plans)
Deputy Director (Support)

SUBJECT : Designation of Senior Staff Officers to Interview Employees
Resigning to Join Educational Institutions

1. In a recent report to the Director of Central Intelligence, the Inspector General made the following recommendation concerning resignees in grade GS-12 or higher which has been approved by the Director:

It is recommended that the Deputy Director (Support) establish a program of conferences between future resignees joining educational institutions and selected senior staff employees in the interest of improving public relations.

The portion of the report pertinent to this recommendation is quoted below:

"Five resignees were going to teach at colleges. Only one probably will speak favorably of the Agency, two will speak unfavorably, and the attitudes of two are in doubt. In regard to management, one appeared favorably impressed and four unfavorably impressed.

"In view of the importance of college professors in respect to public relations and recruitment, special attention to resignees in that category is well warranted. We believe that senior staff members with strong backgrounds in the teaching profession might be able to influence the ultimate attitudes of those resignees by giving them attention prior to the separation date and thereby provide the Agency additional protection in its public relations. There is little possibility of changing a resignee's unfavorable impressions of local management, but emphasis on the progress of the Agency as a whole and the prospects of the future may give the resignee pause in applying any criticisms of yesterday to the Agency of tomorrow."

2. In implementing this program, we propose to schedule such conferences between the resignee and a senior official of the major component in which he has served whenever feasible, and since only a few resignees are involved each year the volume for any single officer should not be burdensome. We shall require your assistance in identifying officers on your staff who would be willing to participate and would therefore appreciate receiving from you the names of officers on your staff upon whom we may call as individual cases arise.

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3. In our discussions of this proposal, it has occurred to us that this proposal might well be applied to selected resignees leaving to enter private business as well. There are of course many instances when we require the cooperation and assistance of industrial organizations and there are many opportunities for a man in the business field to speak well or poorly of the Agency. We would appreciate receiving your comments on the desirability of such extension of this program.

4. Responsibility for this matter within my office has been assigned to [REDACTED], Chief, Benefits and Services Division. Would you advise us regarding your representative for coordinating this program both in its original application to resignees leaving to enter the academic field and with regard to its possible broader application.

Emmett D. Echols
Director of Personnel

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